

Guerrilla Units Personnel

Manual of Guerrilla Warfare

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MANUAL OF GUERRILLA WARFARE

## CHAPTER IV

## Guerrilla Units Personnel

Personnel is a major factor in the make-up of a guerrilla force. It is not merely a matter of numbers, but of quality that spells weakness or strength.

One great fear usually expressed in organizing guerrillas is that of paucity of numbers. It is true that a preponderance of numbers has its advantages in our struggle with the Japanese, but it also raises a number of problems.

1. At the preliminary organization of a guerrilla unit, if the number of recruits is small, those who have had overly high hopes for numbers may find their courage and determination considerably reduced.

2. Those who are interested only in numbers without respect to quality may find that many subversive elements have infiltrated among their ranks.

3. Sudden expansion of numbers without adequate preparation can result in insuperable supply problems that may issue in sudden collapse or in defeat and scattering by the enemy. Hence, in organizing guerrilla units one's circumstances should be the first concern rather than numbers. Actually any number of men from three to five to thousands may constitute a guerrilla force. In a guerrilla force, there should be a clear distinction between the masses and basic cadres. The masses, if they are loyal-hearted Chinese, may be employed as helpers in the struggle, but

they need not all be enrolled in the active guerrilla units; in fact, it would generally be impossible to do so. Nevertheless, they may be counted as guerrillas and be made use of without necessarily always moving with the basic guerrilla units at all times.

The actual personnel are those basic cadres, who are always active. They, on the one hand, are active opponents of the enemy in battle; on the other hand, they arouse and lead the masses in the struggle with the enemy. Hence, in a guerrilla force, it is only necessary to have a hard core, irrespective of numbers, of basic cadresmen to arouse and lead the masses. This method of organization offers many advantages.

1. With slight strength a great accomplishment may be realized.

2. Movement and concealment are easy.

3. Command and control are convenient.

4. Supply and sanitation are easily managed.

5. Because of the paucity of numbers in the basic unit, it is necessary to make use of the masses and to establish firm liaison with them.

6. Having joined with the guerrillas the masses will the more readily unite to exert their whole strength against the enemy. All, except the fearful, the ill and the traitorous, can be of use as guerrilla factors. At times even the traitorous persons may be made use of very effectually by guerrillas.

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they should be employed selectively according to their capacity in order to bring out and take advantage of their most useful qualities. For instance, it is foolish to enroll a cripple in a mobile unit, whereas he may be very useful as a stool pigeon. Hence, all types of persons, old or young, literate or illiterate, men or women, should ~~all~~ be assigned duties according to their capacities; no one should be overlooked by guerrilla forces.